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*Office Memorandum* • UNITED STATES GOVERNMENT

TO : Chief, Geographic Area

DATE: 19 January 1956

FROM : Chief, GG/S

SUBJECT: Comments on Career Development Statement for the Geographic Area

1. The following comments contain the joint and several "thinking and feeling" of members of the USSR Branch regarding Career Development in the Geographic Area. Members of the Branch chose to express opinions on career development in the Geography Division alone. No minority opinions were expressed.

2. General Comments

a. This is a fine statement of objectives, but judging from past experience it is not a realistic statement of what an individual entering the Geography Division can expect to experience in the development of his career. This should be clearly labelled as a statement of objectives only, or it should be revised to reflect a true picture of career development in the Geography Division. It would be ideal if these opportunities were to actually come to pass, but if they continue to exist only on paper, the net result will be to perpetuate a cynical lack of faith in the whole career development program.

b. The existing possibilities for implementing this program, e.g., budgetary allowances and planning, should be reflected somewhere in the outline.

c. The term "senior analyst" is used, but is not defined. Insofar as this is presumably the goal for which all analysts strive, it should be defined. Is there any GS-rating correlation? This branch feels that a definition in terms of responsibilities would be most satisfactory.

d. The term "(low)-graded" analyst is used without definition. If the term is used at all, it should be specifically defined. However, it is felt that this term is needlessly offensive and should be eliminated entirely. It is suggested that "analyst" and "senior analyst" are the only two designations needed for those engaged in research.

e. What happens after an individual reaches the "senior analyst" category?

f. This program should be integrated, insofar as possible, with the overall Agency program.

3. Comments on Specific Items

a. 2a(1)(b). Please be more realistic and say "visit his area or areas if possible." It should not be stated so as to lead an individual to believe it will automatically come about.

b. 2a(1)(c). Program for trips to analagous areas should be more specific.

c. 2a(1)(d). The lack of realism in this statement is more offensive than in 2a(1)(b). This indicates that an individual could go on procurement missions in addition to visiting areas of specialization. In reality, it is unusual if he does either. Perhaps this could be combined in some way with 2a(1)(b). After all, if an analyst discovered any new materials on an area familiarization trip, he would take steps to acquire them.

d. 2a(1)(e). Where are these outstanding regional courses? There are not many regional courses which could be of real value to an area specialist in the Geography Division; certainly not within the Washington area. Language courses and courses in systematic specialities would be much more valuable. Specifically, courses in meteorology, soil pedology, hydrology, etc., would be of great assistance. Implementation of this program would necessitate someone to keep check on course offerings at major institutions.

e. 2a(1)(f). Unless a rotation system is set up, this opportunity is not available to all analysts.

f. 2a(2)(a). What is meant by "outside of Washington?" Does this mean that an analyst would have the opportunity, for example, to spend a few days going through the New York Public Library? Does this extend to facilities outside the United States?

g. 2a(2)(b) and (c). Specific allotments of time for these activities must be made, otherwise the statements are misleading.

h. 2a(2)(e). Perhaps the first consideration should be the development of a reading knowledge of the language of the area of specialization.

i. 2a(3)(a). Many analysts wonder whether the "opportunity of practicing coordination and making contacts" by serving a year on the NIS coordination staff makes up for the year lost on their own areas. This could result in losing other valuable contacts in addition to falling behind on current intelligence and new developments in the area. Almost any areal analyst in JG is constantly involved in practicing coordination and making contacts in his daily work.

j. 2a(3)(b). If implemented the value of such activity would go beyond career development.

4. Suggested Additions

a. Aside from attendance at professional meetings, nothing is mentioned about encouragement for analysts keeping up with the literature and new developments in the field of geography outside government (in contrast to comments on this point in the D/GC career program). What about self-financed courses and advanced degrees? Are they encouraged and will they aid the individual in becoming a senior analyst?

b. The JCS and JOTS programs have not been mentioned. If these programs are available to Geographic Area personnel, how do they fit into the Area Career Development Program.

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